

# M e m o r a n d u m

To: Panel Members Date: September 22, 2006  
From: Creighton Chan, Manager Analyst: T. Teles  
Subject: One-Step Agreement for **OXMAN COLLEGE (SET) (W2W)**

## **CONTRACTOR:**

- Multiple Employer: Training Agency
- Training Project Profile: Job Creation: Training Of Unemployed Workers  
SET Workers Earning At Least State Avg Hrly Wage
- Legislative Priorities: Displaced/Potentially Displaced Workers
- Type of Industry: Various Industries
- Repeat Contractor: Yes
- ETP Trainees Represented by Union: No
- Name and Local Number of Union Representing ETP Trainees: N/A

## **CONTRACT:**

- Program Costs: \$443,100
- Substantial Contribution: \$0
- Multiple Employer Support: \$36,890  
(Note: Includes 8% support for Job Number 1 and 2 and 12% for Job Number 3)
- Total ETP Funding: \$479,990
- Total In-kind Contribution: \$100,000
  - Trainee Wages Paid During Training: \$100,000
  - Other Contributions: \$0
- Reimbursement Method: Fixed-Fee
- County(ies) Served: San Francisco, Alameda, Contra Costa, San Mateo, Marin, Los Angeles, Sacramento, San Bernardino
- Location of Training: 48% Center Based; 52% Employer Site

### **INTRODUCTION:**

Oxman College (Oxman), founded in 1991 is a private, post-secondary and vocational school that specializes in developing and providing customized training programs for California employers. Oxman College is eligible to contract with ETP under Unemployment Insurance (UI) Code Section 10205(c)(2) as a training agency.

Oxman representatives are requesting a reconsideration of their funding request. At the April 2006 Panel meeting, the Panel did not approve the project because Oxman College was unwilling to increase the minimum wage to \$11.00 including health benefits. In addition, the Panel members could not be confident that Oxman's Sacramento training facility was open and operating.

Oxman representatives have now agreed to a minimum wage for new hires of \$11.00 including health benefits. Further, Oxman requested that Sacramento be removed from the project and training for new hires and welfare recipients will be at Oxman's training facility in San Francisco only. Thus, the issues of concern to the Panel in April 2006 have been resolved for this resubmission.

To date, Oxman has provided courses including continuous improvement; medical assistant, dental assistant, computer aided drafting; office automation; computerized accounting; team building; customer service; computer programming; and electrical design/networking. Oxman provides training at its facilities in San Francisco and at employer sites throughout the State.

Oxman proposes to train 30 new-hires and 60 CalWORKS recipients in the Welfare to Work pilot program, and place them into secure jobs in the medical field under UI Code Section 10200(a)(1) to foster job creation.

Oxman also proposes to train 100 SET frontline workers working as licensed vocational nurses (LVN) and registered nurses (RN), giving them and their employers the skills necessary to move into a high performance workplace.

Oxman has received approval from the Bureau for Private Postsecondary and Vocational Education (BPPVE) for Medical Assistant, Dental Assistant, Office Automation, and Team Building/Quality Improvement.

### **MEETING ETP GOALS AND OBJECTIVES:**

Oxman proposes training that will further the following ETP goals and objectives:

1. Targets Economic Development funds in occupations where employer demand exists.
2. Assist welfare recipients to acquire and retain secure jobs.
3. Assist the participating employers to transition to a high performance workplace.

**TRAINING PLAN TABLE:**

Grp/Trainee Type	Types Of Training	No. Retain	No. Class/Lab Videocnf. Hrs.	No. CBT Hrs.	Cost Per Trainee	Hourly Wage After 90 Days
Job Number 1 New Hires	MENU: Business Skills: Commercial Skills: Computer Skill	30	262	0	\$4,739	*\$11.00 - \$17.65
Job Number 2 SET Frontline Workers- Retraitees	MENU: Continuous Improvement	100	24 - 32	0	\$539	**\$21.50 - \$40.00
Job Number 3 Welfare to Work - New Hires	MENU: Business Skills: Commercial Skills: Computer Skill	60	254	0	\$4,732	*\$11.00 - \$12.00
Wages After 90-Day Retention						
<u>Occupation</u> Job Number 1 New Hires: Health Care Workers, Medical Assistant, Dental Assistant, Medical Secretary  Job Number 2 SET Frontline Workers: Registered Nurse, Licensed Vocational Nurse  Job Number 3 Welfare to Work New Hire: Health Care Workers, Medical Assistant, Dental Assistant, Medical Secretary						
<u>Health Benefits Used To Meet ETP Minimum Wage:</u>  *Job Number 1 and 3 - New Hire and W2W New Hire: Health benefits may vary by participating employer and may be added to the trainee's wage to meet the \$11.00 in Alameda, Contra Costa, Marin, San Francisco, and San Mateo Counties  *Job Number 2 – SET Frontline Workers: Health benefits may vary by participating employer and may be added to the trainee's wage to meet the ETP minimum hourly rate of \$21.50 in Alameda, Los Angeles, Sacramento, and San Bernardino Counties.					<u>Turnover Rate</u>  20% or less	<u>% Of Mgrs &amp; Supervisors To Be Trained:</u>  N/A
<u>Other Employee Benefits:</u> : Other employee benefits vary among employers.						

## **COMMENTS / ISSUES:**

### **➤ *Frontline Workers***

Job Number 2 participants in this project meet the Panel definition of frontline workers under Title 22 California Code of Regulations, Section 4400(ee).

### **➤ *Production During Training***

The proposed Contractor agrees that during ETP-funded training hours, trainees will not produce products or provide services which will ultimately be sold.

### **➤ *Incidental Placement for CalWORKS Recipients (W2W)***

Oxman is requesting an increase of “incidental placement” from 20 percent to 25 percent for placement of CalWORKS recipients. This would be a departure from the standard ETP Agreement, which states:

Panel Agreement states the following: “Contractor may place up to 20% of the total new-hire trainees placed and retained in employment under the contract with a public entity or nonprofit organization that has elected an alternate method of financing its liability for unemployment insurance compensation benefits.”

Staff recommends the increase of the “incidental placement” to 25 percent because this project will train CalWORKS recipients to work in the medical field and Oxman is projecting that some of the jobs will be with non-profit hospitals in the San Francisco Bay Area. These entities provide opportunity for secure employment with advancement potential. If Oxman places all 60 W2W trainees, the maximum number of incidental placement cannot exceed 15 trainees:

## **RECOMMENDATION:**

Staff recommends that the Panel approve this Agreement because the wage issue raised at the April 2006 Panel Meeting has been resolved. Oxman agreed to raise the wage for new hires and welfare recipients to \$11.00. Also, the issue of the Sacramento training location has been resolved as Oxman will conduct training for new hires and CalWORKS recipients at the San Francisco location only. In addition, SET frontline workers will receive training at the employer sites, not at Oxman facilities.

## **NARRATIVE:**

### **Job Number 1 – New Hire**

Oxman representatives report that unprecedented growth within the medical arena has created sustained shortages and an on-going demand for medical field professionals. Healthcare employers need workers who are knowledgeable in medical terminology, medical office procedures, clinical procedures, computer skills and medical billing software. Oxman provides training in Business Skills, Commercial Skills and Computer Skills. All new-hire and W2W new hire training will be provided at Oxman location in San Francisco.

**NARRATIVE:** (Continued)

Job Number 3 - New Hire W2W

Oxman representatives explained that it has served unemployed individuals and welfare recipients for the last 15 years and has established relationships with local agencies and employers. It has a network of companies that contact Oxman on a regular basis in search of trainees prepared to enter the workforce.

Oxman will market the new-hire training program by leads from organizations such as the Private Industry Council of San Francisco, and the Employment Development Department One-Stop Centers. Oxman will also use the CalJobs database to post the training program, advertise in local newspapers, and make presentation at weekly orientations for unemployed at the local One-Stop Centers. In addition, Oxman will promote the training program through past employers throughout the San Francisco Bay Area as well as by receiving referrals from graduates and professional associates of the Oxman College.

In addition, for the W2W program, Oxman states that it has past experience recruiting CalWORKS recipients and has established relationships with county agencies, community-based organizations, and one-stop centers and will continue to use these resources for referrals.

Oxman staff plans to make presentations to the local Department of Human Services (DHS). As an example, The San Francisco DHS has over 100 case workers and each handles 40 to 60 families. CalWORKS recipients will be referred to DHS or community-based organizations for supportive services for supportive services such as child care and transportation assistance.

***Employer Training Needs***

According to Oxman representatives, employer training needs are assessed by personal contacts, telephone interviews, industry specific data and Federal/State labor market information. Oxman has continuously conducted employer need assessments in the past 15 years. The assessment process includes current and future employer hiring demands and the identification of the required job skills and competencies. Oxman has established and is utilizing a healthcare advisory committee that provides continuous feedback, guidance and direction concerning both current and future employer demands in terms of both projected new hire opportunities and the job skills that are needed to fill these vacancies.

The curriculum has been developed and customized based on survey responses from employers who have hired Oxman's previous trainees. Additionally, a business advisory committee made up of industry professionals reviewed the curriculum and provided recommendations. Each module of the curriculum is reflective of both industry requirements and the Oxman employer assessment. Each module provides the trainee with the necessary classroom and laboratory training to achieve the required skill level to meet or exceed employers' needs.

**NARRATIVE:** (Continued)

**Job Number 2 - SET Frontline Workers:**

Oxman is proposing to train LVN and RNs employed by private, for-profit acute care and convalescent hospitals in continuous improvement skills. Oxman conducted surveys and personal interviews with hospital representatives and found that there is a need for more effective communication between different levels of healthcare staff and this is a key component of a high performance hospital environment. Hospital staff needs to learn the skills that will improve overall patient care by equipping the staff with problem-solving tools that improve quality of services, help adapt to new technology, and move the hospitals to a high-performance workplace.

Although the ETP training is for LVN and RNs only, the participating employers will conduct training at their own cost for other staff to ensure that the employees have the skills needed to move the hospitals to a high performance workplace. Training will be in quality improvement, problem-solving and teambuilding skills, and will result in increased patient satisfaction, improved communication, increased employee job retention and satisfaction, and enhanced efficiency. Oxman has received approval for the courses in this training program from BPPVE. All SET Frontline Worker training will be provided at the participating employer sites.

***Commitment to Training***

Currently, the employers provide training in CPR, safety, crisis prevention and intervention, and medication use. This is the first formal class/lab training program for these hospitals and the continuous improvement training would not be as comprehensive or include as many employees without the ETP funding. The hospitals will continue to deliver this training at their expense after completing the ETP funded training.

**SUBCONTRACTORS:**

NONE

**THIRD PARTY SERVICES:**

Oxman reports that no third party assisted with the development of this project.

**PRIOR PROJECTS:**

The following are completed project statistics for ETP Agreements with Oxman within the last five years:

<b>PRIOR PROJECTS</b>						
<b>Agreement Number</b>	<b>Location (City)</b>	<b>Term</b>	<b>Contract Amount</b>	<b>Amount Earned</b>	<b><i>Planned In-kind Contribution</i></b>	<b><i>Reported In-kind Contribution</i></b>
ET04-0478	Statewide	11/03/03 - 11/02/05	\$785,160	\$421,844	\$402,000	\$188,940
ET01-0253	Statewide	04/03/01 - 04/02/03	\$595,800	\$595,800	*N/A	*N/A
ET00-0280	Statewide	04/02/00 - 04/01/02	\$893,700	\$840,078	*N/A	*N/A

\*In-kind information not required for Welfare to Work.

ET04-0478 - According to Oxman representatives, in September 2004, ETP discontinued recruitment mailing to unemployment recipients and this was a major recruitment source for prospective trainees. Because the change came in the middle of the contract term, Oxman was not able to find recruitment alternatives that were as effective as the mailings. For this Agreement, Oxman will use the CalJobs database to recruit trainees as well as the Private Industry Council of San Francisco and One Stop Centers. In addition, Oxman will advertise in local newspapers for prospective trainees.

**OXMAN COLLEGE**

MENU CURRICULUM  
Job Number 1 and 3 – New Hire/W2W  
Medical Assistant/Health Care Worker

Occupation Description: Medical assistants and health care workers perform administrative duties, including answering telephones, greeting patients, updating and filing patients' medical records, insurance forms, correspondence, scheduling appointments, arranging for hospital admission and laboratory services, billing and bookkeeping. Clinical duties include taking medical histories and recording vital signs, explaining treatment procedures, preparing patients and assisting the physician during the examination. Medical assistants collect and prepare laboratory specimens or perform basic laboratory tests on the premises, dispose of contaminated supplies, and sterilize medical instruments. They instruct patients about medications and special diets, prepare and administer medications as directed by a physician, authorize drug refills as directed, telephone prescriptions to a pharmacy, draw blood, prepare patients for x rays, take electrocardiograms, remove sutures, and change dressings.

Class/Lab Hours  
254-262

**COMMERCIAL SKILLS**

*Medical Terminology:* anatomy of the body, body structure and body systems, word roots, suffixes, prefixes, medical specialties, symptomatic and diagnostic suffixes.

*Medical Office Procedures:* manual and computerized records management, patient case histories (confidentiality), filing, appointment scheduling, inventory control, equipment and supplies, telephone techniques, professional conduct and appearance, office safety and security, patient relations, financial office management.

*Anatomy and Physiology:* anatomical and physiological functions of human body, human body systems: musculoskeletal, respiratory, cardiovascular, gastrointestinal, endocrine, reproductive, urinary.

*Pharmacology:* weights and measures used in relationship to the administration of medications, safety in preparation and administration of medications prescribed by a physician.

*Back Office Skills:* interview and take patient history, understanding of prescriptions, prepare patients for procedures, screen and follow up patient test results, prepare and administer medications as directed by physician, maintain medication records.

*Nursing Elements in Healthcare:* measuring weight and height, body mechanics and positioning, respiratory care, patient care skills, infection control, specimen collection and laboratory procedures, measuring vital signs, personal care and hygiene, geriatric patients.



**OXMAN COLLEGE**

**MENU CURRICULUM**

Job Number 1 and 3 – New Hire/W2W

**Medical Assistant/Health Care Worker (continued)**

*Clinical Procedures:* electrocardiogram monitoring, emergency life support, wound care and dressing, diagnostic procedures, observation and charting, maternal and child health.

*Medical Billing and Coding:* types of medical insurance, type of forms used in medical billing, responsibilities of the medical billing specialist, diagnosis coding, coding procedures, electronic claims, payment policies, claims follow-up, collections. principles of inpatient and outpatient coding, sequence in diagnosis coding. current procedural terminology (CPT) and international classification of diseases (ICD-9) coding, CPT coding concepts, validation of coded clinical information, locating resources and information for patients.

*Phlebotomy:* infection control and safety, specimen collection in the overall patient care system, collection equipment, various types of additives used, proper techniques to perform venipuncture and capillary puncture.

*Customer Service:* achieving high customer satisfaction, winning telephone skills, developing strong communication and listening skills, handling difficult customer situations, effectively solving and preventing problems, being a team player.

**COMPUTER SKILLS**

*Computer Applications:* basic computer skills, word processing, spreadsheets, database management, insurance eligibility and billing with Medisoft.

**Job Number 1 and 3 – New Hire/W2W: Dental Assistant**

**Occupation Description:** Dental assistants perform a variety of patient care, office, and laboratory duties. They work chairside as dentists examine and treat patients. They prepare the patients for treatment, obtain dental records, hand instruments and materials to dentists and keep patients' mouths dry and clear by using suction or other devices. Assistants sterilize and disinfect instruments and equipment, prepare trays of instruments for dental procedures, and instruct patients on postoperative and general oral health care.

**OXMAN COLLEGE**

MENU CURRICULUM (continued)  
Job Number 1 and 3 – New Hire/W2W  
Dental Assistant

Class/Lab Hours  
254-262

**COMMERCIAL SKILLS**

*Dental Office Management:* dental practice management procedures, including patient reception, purchasing, maintaining and keeping an inventory of supplies, filing system; financial management, including bookkeeping, banking and maintaining tax records, managing accounts payable and receivable, process employee payroll.

*Dental Anatomy/Oral Anatomy:* introduction to the anatomy of the teeth and organs of the oral cavity and related structures, innervations, and blood supply.

*Pre-clinical Procedures:* Diseases related to the oral cavity. Recognition of normal and abnormal conditions of the oral cavity and surrounding tissues through case presentations. Introduction to common dental materials and their physical and chemical properties, manipulation, and uses in dental practice.

*Dental Billing:* types of dental insurance, types of forms used in dental billing, responsibilities of the dental billing specialist, diagnosis coding, medicare and medical, payment policies, claims follow-up, collections.

*Chairside Dental Assisting:* emphasizes clinical application in chairside assisting.

*Dental Health Education:* Integrates nutrition into the diagnosis and treatment of dental patients, the relationship between awareness of nutrition and dental health. Students learn how to assess a patient's diet and lifestyle and the impact they have on the patient's dental health.

*Customer Service:* achieving high customer satisfaction, winning telephone skills, developing strong communication and listening skills, handling difficult customer situations, effectively solving and preventing problems, being a team player.

**COMPUTER SKILLS**

*Computer Applications:* basic computer skills, word processing, spreadsheets, database management, insurance eligibility and billing with Medisoft.

**OXMAN COLLEGE**

MENU CURRICULUM (continued)  
Job Number 2 - SET Frontline Workers

Class/Lab Hours  
24 - 32

CONTINUOUS IMPROVEMENT SKILLS

*Team Leadership:* problem solving and decision making, process improvement, business communication, team building, planning and planned change, roles and functions of organizing, effective leadership and management.

*Quality Improvement:* quality improvement standards, continuous quality improvement model fundamentals, quality improvement techniques and principles, incorporating quality improvement into daily work, clinical tools and protocols to guide staff in improving standards of care, monitoring clinical and organizational systems changes in relation to patient outcomes, achieving high customer satisfaction, winning telephone skills, developing strong communication and listening skills, handling difficult customer situations, effectively solving and preventing problems.

*Critical Thinking:* assessment in critical thinking, nursing diagnosis in critical thinking, planning in critical thinking and outcome identification, implementation in critical thinking, evaluation in critical thinking.

<p><u>Comment:</u> The parties agree that the training identified in this Curriculum may be revised from time-to-time during the term of this Agreement at the request of Contractor and with the prior written approval of ETP. (See also Section 12 in this Agreement.)</p>
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## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Oxman College

CCG No.: ET07-0152

Reference No: 07-0032

Page 1

PRINT OR TYPE

Company: Alhambra Hospital

Address: 4619 N. Rosemead Blvd.

City, State, Zip: Rosemead, CA 91770

Contact Person/Title: Venus Taylor, HR Manager

Telephone No.: (626) 286-1911

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 50

Total # of full-time company employees worldwide: 172

Total # of full-time company employees in California: 172

Company: Canyon Ridge Hospital

Address: 5353 G Street

City, State, Zip: Chino, CA 91710

Contact Person/Title: Peggy Minnick CEO

Telephone No.: (909) 590-3700

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 48

Total # of full-time company employees worldwide: 98

Total # of full-time company employees in California: 98

Company: Fremont Hospital

Address: 39001 Sundale Drive

City, State, Zip: Fremont, CA 94538

Contact Person/Title: Terrance Bridges, CEO

Telephone No.: (510) 574-4883

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 155

Total # of full-time company employees worldwide: 195

Total # of full-time company employees in California: 195

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Oxman College

CCG No.: ET07-0152

Reference No: 07-0032

Page 2

PRINT OR TYPE

Company: Heritage Oaks Hospital

Address: 4250 Auburn Blvd.

City, State, Zip: Sacramento, CA 95841

Contact Person/Title: Kenneth Meibert, CEO

Telephone No.: (916) 489-3336

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 120

Total # of full-time company employees worldwide: 140

Total # of full-time company employees in California: 140

Company: Sierra Vista Hospital

Address: 8001 Bruceville Rd.

City, State, Zip: Sacramento, CA 95823

Contact Person/Title: Nancy Purtell, CEO

Telephone No.: (916) 423-2000

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 82

Total # of full-time company employees worldwide: 188

Total # of full-time company employees in California: 188

Company:

Address:

City, State, Zip:

Contact Person/Title:

Telephone No.:

Collective Bargaining Agreement(s):

Estimated # of employees to be retrained under this Agreement:

Total # of full-time company employees worldwide:

Total # of full-time company employees in California